

This document has been prepared in accordance with accounting principles generally accepted in Japan and translated from the original Japanese-language document. If there are any discrepancies between this document and the Japanese original, the original shall prevail.



**Consolidated Financial Results
for the Fiscal Year Ended December 31, 2025
[Japan GAAP]**

February 12, 2026

Daifuku Co., Ltd.

Stock exchange listing: Tokyo

Securities code: 6383

URL: www.daifuku.com/jp

Representative: Tomoaki Terai, President and CEO

Contact: Tetsuya Hibi, Director, Managing Officer and CFO

Phone: +81-6-6472-1261

Scheduled date of general meeting of shareholders: March 27, 2026

Scheduled date of commencing dividend payment: March 30, 2026

Scheduled date for filing financial statements: March 24, 2026

Earnings supplementary materials: Yes

Earnings presentation: Yes (for institutional investors and securities analysts)

Note: Figures are rounded down to the nearest one million yen.

1. Consolidated Financial Results for the Fiscal Year Ended December 31, 2025

(January 1, 2025–December 31, 2025)

(1) Operating results

(Percentages indicate year-on-year changes.)

FY	Net sales	Operating income	Ordinary income	Net income attributable to shareholders of the parent company
Ended December 2025	Million yen 660,724 —	Million yen 100,816 —	Million yen 104,649 —	Million yen 78,096 —
Ended December 2024	563,228 —	71,546 —	74,498 —	57,086 —

(Note) Comprehensive income

Year ended December 2025: 77,764 million yen, — %

Year ended December 2024: 67,817 million yen, — %

FY	Net income per share	Diluted net income per share	Return on equity	Ratio of ordinary income to total assets	Ratio of operating income to net sales
	Yen	Yen	%	%	%
Ended December 2025	212.39	202.51	18.4	14.5	15.3
Ended December 2024	154.21	147.11	15.1	11.2	12.7

(Reference) Equity in earnings of affiliates during the period

Year ended December 2025: — million yen

Year ended December 2024: — million yen

(Note) The fiscal year ended December 31, 2024, a transitional period to implement the change in the fiscal year end, ran for nine months from April 1 to December 31, 2024. Accordingly, year-on-year percentage changes are not shown.

(2) Financial position

FY	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
Ended December 2025	754,211	451,560	59.9	1,228.00
Ended December 2024	688,707	398,424	57.8	1,082.71

(Reference) Shareholders' equity

Year ended December 2025: 451,547 million yen

Year ended December 2024: 398,094 million yen

(3) Cash flows

FY	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents, end of year
	Million yen	Million yen	Million yen	Million yen
Ended December 2025	76,137	(24,299)	(27,350)	245,256
Ended December 2024	116,129	(2,393)	(36,820)	220,395

2. Dividends

	Dividend per share					Total cash dividends (annual)	Dividends payout (consolidated)	Net assets dividend ratio (consolidated)
	Q1-end	Q2-end	Q3-end	FY-end	Annual			
Ended December 2024	Yen —	Yen 23.00	Yen —	Yen 32.00	Yen 55.00	Million yen 20,318	% 35.7	% 5.4
Ended December 2025	—	34.00	—	44.00	78.00	28,715	36.7	6.8
Ending December 2026 (forecast)	—	36.00	—	46.00	82.00		37.7	

3. Consolidated Earnings Forecast for the Fiscal Year Ending December 31, 2026

(January 1, 2026–December 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales	Operating income	Ordinary income	Net income attributable to shareholders of the parent company	Net income per share
	Million yen %	Million yen %	Million yen %	Million yen %	Yen
Interim	320,000 (2.0)	42,500 (16.8)	44,000 (16.2)	35,300 (6.2)	96.00
Full-year	700,000 5.9	105,000 4.2	108,500 3.7	80,000 2.4	217.57

Notes:

- (1) Significant changes in the scope of consolidation during the fiscal year: None
- (2) Changes in accounting policies, accounting estimates, and restatement
 - 1) Changes in accounting policies resulting from the revision of the accounting standards and other regulations: None
 - 2) Changes in accounting policies other than 1): None
 - 3) Changes in accounting estimates: None
 - 4) Restatement: None
- (3) Number of shares issued (Common stock)
 - 1) Number of shares issued including treasury stock at the end of the period
 - Year ended December 2025: 379,830,231 shares**
 - Year ended December 2024: 379,830,231 shares
 - 2) Number of treasury stock at the end of the period
 - Year ended December 2025: 12,120,273 shares**
 - Year ended December 2024: 12,145,612 shares
 - 3) Average number of shares during the period
 - Year ended December 2025: 367,698,959 shares**
 - Year ended December 2024: 370,188,578 shares

(Notes)

For the number of shares, which is the basis for the calculation of net income per share, please see 3-(5) "Per Share Information."

The number of treasury stock at the end of the period includes shares owned by the Board Benefit Trust (BBT). The number of treasury stock held by BBT was 435,700 shares at the end of the fiscal year ended December 31, 2025, and 462,200 shares at the end of the fiscal year ended December 31, 2024.

These consolidated financial statements are not subject to audit through the certified public accountant or an audit firm.

Disclaimer

The consolidated earnings forecast contained in this document is based on information available to management at the present time and certain assumptions judged to be rational. As such, actual sales and income may differ from this forecast due to uncertain factors present in the forecast or future changes in business circumstances. For the earning forecast, please see 1-(5) "Outlook."

Earnings supplementary materials are available at the [TDnet](#) and our website: www.daifuku.com/ir

Contents

1. Operating Results and Financial Review	5
(1) Operating results	5
(2) Financial position	8
(3) Cash flows	8
(4) Basic policy for dividends for the fiscal year under review and the following fiscal year	9
(5) Outlook	10
2. Basic Stance on Selecting Accounting Standards	10
3. Consolidated Financial Statements	11
(1) Consolidated balance sheets	11
(2) Consolidated statements of income and comprehensive income	13
(3) Consolidated statements of changes in net assets	15
(4) Consolidated statements of cash flows	19
(5) Notes on consolidated financial statements	21
Note on going concern assumption	21
Additional information	21
Segment information, etc.	22
Revenue recognition	28
Per share information	34
Major subsequent events	35
4. Other	36

1. Operating Results and Financial Review

(1) Operating results

Consolidation period and comparative information due to the change in fiscal year-end

Effective from the fiscal year ended December 31, 2024, the fiscal year-end (the closing date of the fiscal year) of the Company has been changed from March 31 to December 31 every year. Accordingly, the previous fiscal year, an irregular accounting period, ran for nine months from April 1 to December 31, 2024 for Daifuku Co., Ltd. and its subsidiaries with a fiscal year ending in March, mainly in Japan. Most subsidiaries outside of Japan were consolidated for the 12-month period from January 1 to December 31, 2024. As a reference, comparative information with the same period of the previous year (hereinafter, "prior-year reference period") is provided, adjusted by adding the results for the three-month period from January 1 to March 31, 2024 of Group companies with a fiscal year ending in March.

During the fiscal year ended December 31, 2025, the global economy generally remained favorable, although uncertainty increased due to the impact of U.S. trade policy and downside risks associated with the sluggish Chinese economy.

Looking at the business environment, for the manufacturing and distribution sectors in Japan and the United States, investment in automation at manufacturing and logistics sites is recovering against the backdrop of labor shortages and substantially higher labor costs. In the semiconductor industry, demand for advanced semiconductor investment including the automation of back-end processes, remains strong, supported by increasing demand for AI applications. In China, investment continues in line with efforts to strengthen and promote domestic production. In the automotive industry, while customers have temporarily delayed investment decisions to assess the impact of tariffs under U.S. Trade policy, a high level of investment continued to be planned, mainly in the United States. Meanwhile, demand is continuing for investment in automation at airports to meet the increase in the number of air passengers, particularly in the United States and certain other countries.

In this economic and business environment, during the fiscal year, orders for automotive systems fell short of the prior-year reference period, while orders for intralogistics systems from manufacturers and distributors, cleanroom systems from the semiconductor sectors, and airport systems remained steady.

Sales increased as intralogistics systems and cleanroom systems performed steadily, benefiting from an extensive order backlog from the end of the previous fiscal year.

Specifically, the Group received orders of 672,618 million yen, up 3.0% from the prior-year reference period, and recorded sales of 660,724 million yen, up 2.6%, marking a new record high and surpassing the previous peak recorded in the fiscal year ended March 2024.

Note that, until the previous consolidated fiscal year, the change in order backlog at the end of the most recent period due to exchange rate fluctuations was included in the amount of orders received for that period. However, from the current fiscal year, this amount will no longer be included in the amount of orders received. Orders for the prior-year reference period include the impact of exchange rate fluctuations on the order backlog at the end of the fiscal year ended March 31, 2024 of 24.2 billion yen. Excluding this impact, the year-on-year change was an increase of 7.0%.

In terms of profits, the profit margin improved and profit increased due to cost reductions achieved through production efficiency improvements and enhanced project management, as well as a focus on securing orders with strong profitability.

Consequently, the Group posted operating income of 100,816 million yen, up 24.4% from the prior-year reference period, and ordinary income of 104,649 million yen, up 24.1%. Net income attributable to shareholders of the parent company was 78,096 million yen, up 21.3%.

Operating income, ordinary income, and net income attributable to shareholders of the parent company all reached new record highs for four years in a row.

The average exchange rates used for transactions during the fiscal year were 149.87 yen to the U.S. dollar (152.27 yen in the year-ago period), 20.88 yen to the Chinese yuan (21.13 yen), 0.1055 yen to the Korean won (0.1113 yen), and 4.81 yen to the New Taiwan dollar (4.74 yen). As a result of exchange rate fluctuations, orders decreased in value by about 6.8 billion yen, sales by about 5.5 billion yen, and operating income by about 0.6 billion yen, respectively, compared with the year-ago period.

Impact and response to U.S. trade policy, etc.

The United States is one of our priority markets, accounting for 169.7 billion yen in net sales and representing a composition ratio of 26% for the fiscal year ended December 31, 2025 (167.7 billion yen and composition ratio of 30% for the previous fiscal year).

While some products and components sourced from outside the United States will be subject to tariffs introduced by the United States, most intralogistics systems, automotive systems, and airport systems are produced in the United States. In addition, cleanroom systems are manufactured in Japan, Taiwan, and South Korea and exported to the United States, with the majority of contracts being with customers as importers. For this reason, tariffs incurred by the Group are extremely limited. However, U.S. trade policy may affect the future investment plans (country, amount, and timing) of our customers, particularly those in the automotive and semiconductor industries. Accordingly, we will continue to strengthen communication with our customers and make optimal proposals that utilize the Group's global network for investment plans, thereby securing orders.

In addition, given that the Group has positioned the United States as a critical market, increasing production capacity for systems for intralogistics systems in that country had become an urgent priority. In October 2025, a new factory was completed and has commenced operations. As a result, production capacity increased to approximately double the previous capacity. We will strive to increase sales and expand our market share in the U.S. market by taking advantage of our strengths in local self-sufficiency, while also expanding our global development capabilities to enable the more timely provision of products and services that meet local needs.

Results by reportable segment

Results by reportable segment are described below. Orders from and sales to external customers are presented as segment orders and sales, and net income attributable to shareholders of the parent company is recorded as segment income.

For more details about reportable segments, please see "Segment information, etc." below.

For Daifuku Co., Ltd. and its subsidiaries with a fiscal year ending in March, mainly in Japan, prior-year reference period is provided for reference.

Daifuku Co., Ltd.

Orders for intralogistics systems and cleanroom systems remained favorable, while automotive systems fell short of the previous fiscal year level (prior-year reference period).

Sales were strong as a whole, underpinned by an extensive order backlog from the end of the previous fiscal year, but fell short of the level recorded in the previous fiscal year (prior-year reference period).

Segment income increased from the previous fiscal year (prior-year reference period) as the profit margin improved due to cost reductions achieved through production efficiency improvements and enhanced project management, as well as a focus on securing orders with strong profitability.

As a result, the Company achieved orders of 226,642 million yen, down 1.8% from the prior-year reference period, sales of 246,560 million yen, down 5.9%, and segment income of 55,611 million yen, up 28.2%.

Contec Co., Ltd. and its subsidiaries (Contec)

Orders and sales increased, driven by steady performance in the medical and social infrastructure sectors in Japan, as well as in the medical sector in North America.

Segment income increased, supported by improved profitability in the Japanese market.

As a result, Contec recorded orders of 18,926 million yen, up 1.1% from the prior-year reference period, sales of 20,235 million yen, up 4.7%, and segment income of 1,118 million yen, up 62.1%.

Daifuku North America, Inc. and its subsidiaries (Daifuku North America)

Orders for automotive systems and cleanroom systems fell short of the previous fiscal year level, while orders for intralogistics systems and airport systems remained favorable.

Sales declined due to the impact of a review of certain operations, despite being solid overall and supported by the order backlog from the end of the previous fiscal year.

Segment income declined due to factors including an increase in tax burden, despite the positive effects of cost reductions from production efficiency improvements and enhanced project management, as well as a continued focus on securing orders with strong profitability.

As a result, Daifuku North America posted orders of 196,191 million yen, up 7.0% from the prior-year reference period, sales of 165,894 million yen, down 3.8%, and segment income of 15,217 million yen, down 6.6%.

Clean Factomation, Inc.

Orders remained steady, driven by the continued strength in demand for advanced semiconductor investments for AI applications.

Sales and segment income increased, underpinned by an order backlog from the end of the previous fiscal year.

As a result, Clean Factomation posted orders of 49,434 million yen, up 55.6% from the prior-year reference period, sales of 37,587 million yen, up 45.2%, and segment income of 3,320 million yen, up 134.8%.

Daifuku (Suzhou) Cleanroom Automation Co., Ltd.

Orders remained favorable, supported by continued investment in China in line with efforts to strengthen and promote domestic semiconductor production.

Sales and segment income fell due to the impact of a decrease in the order backlog from the end of the previous fiscal year.

As a result, Daifuku (Suzhou) Cleanroom Automation recorded orders of 47,039 million yen, up 47.5% from the prior-year reference period, sales of 40,952 million yen, down 23.3%, and segment income of 10,821 million yen, down 11.6%.

Other

The Group has a total of 61 consolidated subsidiaries worldwide. The Other segment includes all consolidated subsidiaries excluding the aforementioned Contec, Daifuku North America, Clean Factomation, and Daifuku (Suzhou) Cleanroom Automation. These companies manufacture, sell, install, and service material handling systems, car wash machines, and other equipment. The status of major subsidiaries is as follows.

Japan subsidiaries

Daifuku Plusmore Co., Ltd. provides car wash machines and related services.

Subsidiaries outside of Japan

The Group has production sites for material handling systems and car wash machines in China, Taiwan, South Korea, Thailand, India, and other regions, which also provide sales, installations, and services, playing a role in creating an optimal local production and procurement framework.

In addition, the Group has subsidiaries in North America, Asia, Europe, and Oceania, which provide sales, installation, and services.

Orders were strong for cleanroom systems, but declined from the previous fiscal year (prior-year reference period). Sales and segment income increased, driven by a strong performance mainly in cleanroom systems, which in turn was underpinned by an extensive order backlog from the end of the previous fiscal year.

As a result, the segment posted orders of 134,383 million yen, down 14.2% from the prior-year reference period, sales of 149,994 million yen, up 41.1%, and segment income of 17,379 million yen, up 303.3%.

(2) Financial position

Assets, liabilities and net assets

Assets stood at 754,211 million yen, an increase of 65,504 million yen from the end of the previous fiscal year. The result principally reflected increases of 39,731 million yen in cash on hand and in banks, 23,628 million yen in buildings and structures, net.

Liabilities amounted to 302,650 million yen, an increase of 12,368 million yen from the end of the previous fiscal year. Primary factors included increases of 5,546 million yen in notes and accounts payable and construction contracts payable, 9,878 million yen in income taxes payable, and 10,811 million yen in other current liabilities such as accounts payable - other, offsetting a decrease of 10,831 million yen in contract liabilities.

Net assets were 451,560 million yen, an increase of 53,135 million yen from the end of the previous fiscal year. This was mainly attributable to an increase of 53,799 million yen in retained earnings.

(3) Cash flows

Cash and cash equivalents at the end of the fiscal year under review increased 24,860 million yen from the end of the previous fiscal year, to 245,256 million yen.

Cash flows from operating activities

Cash provided by operating activities totaled 76,137 million yen (116,129 million yen in cash provided in the previous fiscal year). This was mainly attributable to 109,578 million yen in income before income taxes, partially offset by an increase of 11,880 million yen in notes and accounts receivables and contract assets, and payments of 17,891 million yen in income taxes paid.

Cash flows from investing activities

Cash used in investing activities was 24,299 million yen (2,393 million yen in cash used in the previous fiscal year). Major factors included 22,207 million yen for payments for the purchase of property, plant and equipment.

Cash flows from financing activities

Cash used in financing activities was 27,350 million yen (36,820 million yen in cash used in the previous fiscal year). This was mainly attributable to a decrease in short-term borrowings of 1,794 million yen, and 23,420 million yen for the payments of cash dividends.

(Reference) Changes in cash flow indicators

FY	Ended March 2022	Ended March 2023	Ended March 2024	Ended December 2024	Ended December 2025
Equity ratio (%)	60.2	60.2	55.5	57.8	59.9
Equity ratio based on market capitalization (%)	229.2	167.5	205.6	176.2	240.3
Ratio of interest-bearing liabilities to cash flows (year)	0.5	0.6	1.9	0.5	0.8
Interest coverage ratio (times)	140.1	64.7	83.2	405.2	280.1

Equity ratio: (Net assets – Non-controlling interests – Equity warrants) / Total assets

Equity ratio based on market capitalization: Market capitalization of shares / Total assets

Ratio of interest-bearing liabilities to cash flows: Interest-bearing liabilities / Operating cash flows

Interest coverage ratio: Operating cash flows / Interest paid

(Notes)

1. The above indicators are calculated based on the figures in the consolidated financial statements.
2. Market capitalization is calculated based on the following formula: Closing price of shares at the end of the period x Number of shares issued at the end of the period (excluding treasury stock)
3. Operating cash flows are used for cash flows.
4. Interest-bearing liabilities are short-term borrowings, long-term borrowings, and bond-type bonds with stock acquisition rights recorded in the consolidated balance sheets that pay interest.
5. Interest paid is the amount of interest paid in the consolidated statements of cash flows.
6. The Company conducted a three-for-one split of its common stock effective April 1, 2023. The equity ratio based on market capitalization is calculated, assuming that the stock split had been conducted at the beginning of the fiscal year ended March 31, 2022.

(4) Basic policy for dividends for the fiscal year and the following fiscal year

The Company regards the return of profits to shareholders as one of its most important management tasks and adopts a performance-based policy regarding cash dividends based on consolidated net income. After dividends, the Company appropriates the remaining surplus to internal reserves to be used as investment funds for future growth. In the four-year business plan for 2027 that started in April 2024, the Company aims to achieve a consolidated dividend payout ratio of 35% or more for each fiscal year.

For the fiscal year ended December 31, 2025, the Company paid an interim dividend of 34 yen per share, and at a meeting held on February 12, 2026 the Board of Directors passed a resolution to pay a year-end dividend of 44 yen per share. As a result, the annual dividend is projected to be 78 yen per share, and the consolidated dividend payout ratio is expected to be 36.7%.

With respect to dividends for the fiscal year ending December 31, 2026, the Company plans to pay an annual dividend of 82 yen (an interim dividend of 36 yen per share and a year-end dividend of 46 yen), with a consolidated dividend payout ratio of 37.7%, based on the earnings forecast for the fiscal year ending December 31, 2026 and the shareholder return policy.

(5) Outlook

The current earnings forecast for the fiscal year ending December 31, 2026 is as follows.

Consolidated earnings forecast for the fiscal year ending December 31, 2026

Orders received	780.0 ~ 820.0 billion yen	(up 16.0 ~ 21.9% year-on-year)
Net sales	700.0 billion yen	(up 5.9% year-on-year)
Operating income	105.0 billion yen	(up 4.2% year-on-year)
Ordinary income	108.5 billion yen	(up 3.7% year-on-year)
Net income attributable to shareholders of the parent company	80.0 billion yen	(up 2.4% year-on-year)

In the manufacturing and distribution industry, investment in automation at production and logistics sites is expected to continue at a high level. In the semiconductor industry, demand for advanced semiconductors continued to expand amid the rapid proliferation of generative AI, with active investment continuing in both front-end and back-end processes, supported by efforts by various countries to secure domestic production bases from the perspective of economic security. In the automotive industry, investment aimed at establishing more flexible production systems is expected to continue, including projects postponed in the previous fiscal year. In addition, at airports, demand for operational efficiency improvements, driven by increasing numbers of air passengers and chronic labor shortages, is expected to persist.

In light of these market conditions, we expect the order intake to significantly exceed the level recorded in the previous fiscal year. In addition, taking into account fluctuations in the timing of large-scale project orders, we have revised our disclosure approach starting with the earnings forecast for the fiscal year ending December 2026, changing the order outlook to a range-based forecast.

Sales are expected to grow steadily based on an extensive order backlog from the end of the previous fiscal year.

In terms of profits, we aim to maintain a high level of profitability and achieve additional gains through cost reductions achieved from production efficiency improvements and enhanced project management, as well as a focus on securing orders with strong profitability, while also pursuing sustainable profit growth in tandem with sales expansion.

An exchange rate of 150 yen to the U.S. dollar is assumed for the fiscal year ending December 31, 2026.

The above forecast represents the judgment of the Company based on information presently available. Actual results may differ materially from forecasts due to various uncertainties, including economic and competitive conditions worldwide as well as various risk factors.

2. Basic Stance on Selecting Accounting Standards

The Group applies Japanese GAAP, but is considering the voluntary adoption of International Financial Reporting Standards (IFRS) to improve the international comparability of financial information in the capital markets.

3. Consolidated Financial Statements

(1) Consolidated balance sheets

(Million yen)

	FY2024 (as of December 31, 2024)	FY2025 (as of December 31, 2025)
ASSETS		
Current assets		
Cash on hand and in banks	221,521	261,252
Notes receivable, accounts receivable from completed construction contracts and other, and contract assets	224,847	238,936
Merchandise and finished goods	9,729	10,799
Costs incurred on uncompleted construction contracts and other	16,477	21,876
Raw materials and supplies	36,738	31,383
Other	24,157	21,548
Allowance for doubtful accounts	(1,888)	(2,032)
Total current assets	531,584	583,765
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	33,147	56,776
Machinery and vehicles, net	14,759	18,792
Tools and fixtures, net	4,203	5,842
Land	13,583	13,560
Construction in progress	13,779	5,915
Other, net	6,303	7,192
Total property, plant and equipment	85,775	108,078
Intangible assets		
Software	7,653	9,325
Goodwill	2,786	1,943
Other	1,922	1,685
Total intangible assets	12,362	12,954
Investments and other assets		
Investments in securities	13,484	7,268
Long-term loans	78	120
Assets for retirement benefits	13,511	17,006
Deferred tax assets	27,500	20,585
Other	4,409	4,435
Allowance for doubtful accounts	(0)	(0)
Total investments and other assets	58,984	49,414
Total non-current assets	157,122	170,446
Total assets	688,707	754,211

(Million yen)

	FY2024 (as of December 31, 2024)	FY2025 (as of December 31, 2025)
LIABILITIES		
Current liabilities		
Notes and accounts payable and construction contracts payable	61,292	66,839
Electronically recorded obligations - operating	20,466	15,984
Short-term borrowings	2,337	652
Income taxes payable	5,548	15,427
Contact liabilities	85,010	74,179
Provision for bonuses	12,605	16,792
Provision for losses on construction contracts	666	177
Other	26,316	37,127
Total current liabilities	214,244	227,180
Non-current liabilities		
Convertible-bond-type bonds with stock acquisition rights	60,933	60,728
Long-term borrowings	100	—
Deferred tax liabilities	715	507
Liabilities for retirement benefits	6,616	6,029
Other provisions	601	660
Other	7,069	7,545
Total non-current liabilities	76,037	75,470
Total liabilities	290,282	302,650
NET ASSETS		
Shareholders' equity		
Common stock	31,865	31,865
Capital surplus	20,473	20,414
Retained earnings	327,210	381,009
Treasury stock	(30,781)	(30,732)
Total shareholders' equity	348,767	402,555
Accumulated other comprehensive income		
Net unrealized gain (loss) on securities	5,777	3,257
Deferred gain (loss) on hedges	(127)	(223)
Foreign currency translation adjustments	41,965	43,783
Accumulated adjustments on retirement benefits	1,712	2,174
Total accumulated other comprehensive income	49,326	48,991
Non-controlling interests		
Total net assets	398,424	451,560
Total liabilities and net assets	688,707	754,211

(2) Consolidated statements of income and comprehensive income

	FY2024 (April 1, 2024– December 31, 2024)	FY2025 (January 1, 2025– December 31, 2025)	(Million yen)
Net sales	563,228	660,724	
Cost of sales	438,467	499,073	
Gross profit	124,760	161,651	
Selling, general and administrative expenses			
Selling expenses	17,509	20,366	
General and administrative expenses	35,704	40,468	
Total selling, general and administrative expenses	53,214	60,835	
Operating income	71,546	100,816	
Other income			
Interest income	2,947	3,117	
Dividend income	407	314	
Subsidy income	147	626	
Land and house rental revenue	180	223	
Other	327	422	
Total other income	4,010	4,703	
Other expenses			
Interest expenses	325	275	
Interest expenses on bonds	(154)	(205)	
Foreign exchange losses	746	490	
Tax for prior periods	—	262	
Other	141	48	
Total other expenses	1,058	870	
Ordinary income	74,498	104,649	
Extraordinary income			
Gain on sales of property, plant and equipment	242	31	
Gain on sales of investments in securities	2,653	4,347	
Insurance claim income	—	909	
Gain on termination of retirement benefit plan	—	697	
Other	1	24	
Total extraordinary income	2,898	6,010	
Extraordinary loss			
Loss on sales of property, plant and equipment	160	0	
Loss on disposal of property, plant and equipment	253	362	
Impairment loss	676	—	
Compensation payments	518	599	
Extra retirement payments	1,248	92	
Other	50	26	
Total extraordinary loss	2,908	1,082	
Income before income taxes	74,488	109,578	
Income taxes - current	23,296	24,547	
Income taxes - deferred	(5,973)	6,929	
Total income taxes	17,322	31,477	
Net income	57,165	78,100	
Net income (loss) attributable to:			
Shareholders of the parent company	57,086	78,096	
Non-controlling interests	78	4	

	FY2024 (April 1, 2024– December 31, 2024)	FY2025 (January 1, 2025– December 31, 2025)	(Million yen)
Other comprehensive income			
Net unrealized gain (loss) on securities	(2,097)	(2,520)	
Deferred gain (loss) on hedges	18	(95)	
Foreign currency translation adjustments	13,459	1,817	
Retirement benefits reserves adjustments	(727)	462	
Total other comprehensive income (loss)	10,652	(336)	
Comprehensive income	67,817	77,764	
Comprehensive income (loss) attributable to:			
Shareholders of the parent company	67,725	77,761	
Non-controlling interests	92	3	

(3) Consolidated statements of changes in net assets

FY2024 (April 1, 2024–December 31, 2024)

(Million yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total Shareholders' equity
Balance at beginning of year	31,865	20,490	288,311	(20,944)	319,723
Changes of items during the period					
Cash dividends			(18,188)		(18,188)
Net income attributable to shareholders of the parent company			57,086		57,086
Purchase of treasury stock				(10,003)	(10,003)
Disposal of treasury stock		0		166	166
Change in treasury shares of parent arising from transactions with non-controlling shareholders' equity		(17)			(17)
Net changes of items other than shareholders' equity					
Total changes of items during the period	—	(17)	38,898	(9,837)	29,043
Balance at end of year	31,865	20,473	327,210	(30,781)	348,767

(Million yen)

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Net unrealized gain (loss) on securities	Deferred gain (loss) on hedges	Foreign currency translation adjustments	Accumulated adjustments on retirement benefits	Total accumulated other comprehensive income		
Balance at beginning of year	7,874	(145)	28,519	2,440	38,688	342	358,755
Changes of items during the period							
Cash dividends							(18,188)
Net income attributable to shareholders of the parent company							57,086
Purchase of treasury stock							(10,003)
Disposal of treasury stock							166
Change in treasury shares of parent arising from transactions with non-controlling shareholders' equity						(104)	(122)
Net changes of items other than shareholders' equity	(2,097)	18	13,445	(728)	10,638	92	10,730
Total changes of items during the period	(2,097)	18	13,445	(728)	10,638	(12)	39,669
Balance at end of year	5,777	(127)	41,965	1,712	49,326	330	398,424

FY2025 (January 1, 2025–December 31, 2025)

(Million yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at beginning of year	31,865	20,473	327,210	(30,781)	348,767
Changes of items during the period					
Cash dividends			(24,297)		(24,297)
Net income attributable to shareholders of the parent company			78,096		78,096
Purchase of treasury stock				(4)	(4)
Disposal of treasury stock		0		53	53
Change in treasury shares of parent arising from transactions with non-controlling shareholders' equity		(59)			(59)
Net changes of items other than shareholders' equity					
Total changes of items during the period	—	(59)	53,799	48	53,788
Balance at end of year	31,865	20,414	381,009	(30,732)	402,555

(Million yen)

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Net unrealized gain (loss) on securities	Deferred gain (loss) on hedges	Foreign currency translation adjustments	Accumulated adjustments on retirement benefits	Total accumulated other comprehensive income		
Balance at beginning of year	5,777	(127)	41,965	1,712	49,326	330	398,424
Changes of items during the period							
Cash dividends							(24,297)
Net income attributable to shareholders of the parent company							78,096
Purchase of treasury stock							(4)
Disposal of treasury stock							53
Change in treasury shares of parent arising from transactions with non-controlling shareholders' equity						(314)	(373)
Net changes of items other than shareholders' equity	(2,520)	(95)	1,818	462	(335)	(3)	(338)
Total changes of items during the period	(2,520)	(95)	1,818	462	(335)	(317)	53,135
Balance at end of year	3,257	(223)	43,783	2,174	48,991	13	451,560

(4) Consolidated statements of cash flows

	FY2024 (April 1, 2024– December 31, 2024)	FY2025 (January 1, 2025– December 31, 2025)	(Million yen)
Cash flows from operating activities			
Income before income taxes	74,488	109,578	
Depreciation	7,911	9,022	
Amortization of goodwill	816	801	
Interest and dividend income	(3,354)	(3,431)	
Interest expenses	325	275	
Interest expenses on bonds	(154)	(205)	
Impairment loss	676	—	
Loss (gain) on sales of investments in securities	(2,653)	(4,347)	
Loss (gain) on disposal or sales of property, plant and equipment	165	331	
Decrease (increase) in notes and accounts receivables and contract assets	55,639	(11,880)	
Decrease (increase) in inventories	5,289	(918)	
Increase (decrease) in notes and accounts payable	(3,482)	(374)	
Increase (decrease) in contract liabilities	602	(11,167)	
Other	3,349	1,813	
Subtotal	139,618	89,497	
Interest and dividend received	3,349	3,396	
Interest paid	(286)	(271)	
Income taxes refund (paid)	(25,733)	(17,891)	
Other	(817)	1,407	
Net cash provided by (used in) operating activities	116,129	76,137	
Cash flows from investing activities			
Investments in time deposits	(1,106)	(14,131)	
Proceeds from refund of time deposits	5,856	895	
Payments for purchase of property, plant and equipment	(11,882)	(22,207)	
Proceeds from sales of property, plant and equipment	674	49	
Proceeds from sales of investments in securities	3,306	6,270	
Proceeds from redemption of investments in securities	900	5,000	
Payments for purchase of investments in securities	(8)	(10)	
Other	(133)	(164)	
Net cash provided by (used in) investing activities	(2,393)	(24,299)	

	FY2024 (April 1, 2024– December 31, 2024)	FY2025 (January 1, 2025– December 31, 2025)	(Million yen)
Cash flows from financing activities			
Payments from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(123)	(373)	
Increase (decrease) in short-term borrowings, net	(6,421)	(1,794)	
Repayment of long-term borrowings	(1,000)	—	
Proceeds from disposal of treasury stock	43	3	
Payments for purchase of treasury stock	(10,003)	(4)	
Payments of cash dividends	(17,477)	(23,420)	
Other	(1,836)	(1,759)	
Net cash provided by (used in) financing activities	(36,820)	(27,350)	
Effect of exchange rate change on cash and cash equivalents	7,033	373	
Net increase (decrease) in cash and cash equivalents	83,949	24,860	
Cash and cash equivalents at beginning of year	136,445	220,395	
Cash and cash equivalents at end of year	220,395	245,256	

(5) Notes on consolidated financial statements

Note on going concern assumption

Not applicable

Additional information

Board Benefit Trust (BBT)

The Company has introduced the BBT plan for its directors and corporate officers (hereinafter “Directors, etc.”).

The plan further clarifies the linkage of the remuneration for Directors, etc., with the Company’s business performance as well as its stock value, which enables Directors, etc., to share the benefit of increase in stock value and the risk of decrease in stock value with shareholders. It is expected to motivate Directors, etc., to contribute to improving the Company’s business performance in the medium and long terms and boosting corporate value.

(1) Outline of the transaction

The system is a stock compensation plan linked directly to the Company’s business performance, under which the Company’s shares are acquired through the trust using the funds that the Company contributes (hereinafter “the Trust”) and remuneration is provided to Directors, etc., through the Trust, in accordance with the stock compensation regulation for officers stipulated by the Company. Remuneration is the Company’s shares (equivalent to points accrued based on titles and target achievement) and a monetary payment (equivalent to the amount obtained by converting the Company’s shares at a market price as of the retirement date). As a general rule, the shares are provided to Directors, etc., upon retirement.

The Company follows the Practical Solution on Transactions of Delivering the Company’s Own Stock to Employees, etc. through Trusts (ASBJ Practical Issues Task Force No. 30, March 26, 2015) with respect to accounting for the trust agreement.

(2) The Company’s shares still held by the Trust

The Company records its shares remaining in the Trust as treasury stock in net assets at the book value (excluding incidental expenses) of the Trust.

Book value and number of shares of treasury stock

937 million yen and 462 thousand shares for the fiscal year ended December 31, 2024

883 million yen and 435 thousand shares for the fiscal year ended December 31, 2025

Segment information, etc.

Segment Information

1. Overview of reportable segments

Reportable segments comprise components for which discrete financial information is available, and which the Board of Directors reviews regularly to determine the allocation of management resources and assess operating results.

The Daifuku Group manufactures and sells material handling systems, car wash machines, industrial personal computers, interface boards, and other equipment in Japan and outside of Japan. Each company within the Group conducts manufacturing and sales activities based on its roles as an independent management unit.

There are five reportable segments: Daifuku Co., Ltd., the core company dealing in material handling systems and equipment, and car wash machines; Contec Co., Ltd. and its subsidiaries, the core company group engaging in the manufacture and sale of industrial personal computers, interface boards, and other equipment in Japan and overseas; Daifuku North America, Inc. and its subsidiaries, the U.S. company group that is responsible for key business activities, primarily in North America, with a significant volume of sales; Clean Factomation, Inc., the company providing semiconductor manufacturers with cleanroom transport systems mainly in South Korea, and Daifuku (Suzhou) Cleanroom Automation Co., Ltd., the company providing cleanroom transport systems mainly to semiconductor manufacturers in China.

2. Methods of calculating the amount of net sales, income or losses, assets, liabilities and other items by reportable segment

The method of accounting for the reported business segments is based on the principles and procedures of accounting policies adopted for preparing consolidated financial statements. Intersegment sales or transfers are determined based on the prevailing market price.

4. Information on the amount of sales, income or losses, assets, liabilities and other items by reportable segment
 FY2024 (April 1, 2024–December 31, 2024)

	Reportable segments						Other*	Total
	Daifuku	Contec	Daifuku North America	Clean Factomation	Daifuku (Suzhou) Cleanroom Automation	Subtotal		
Net sales								
Sales to external customers	188,097	16,982	172,484	25,886	53,379	456,829	102,152	558,981
Intersegment sales or transfers	28,687	3,214	2,191	4,518	790	39,402	11,647	51,049
Total	216,785	20,197	174,675	30,404	54,169	496,232	113,799	610,031
Segment income (loss)	29,250	269	16,286	1,414	12,243	59,464	4,051	63,515
Segment assets	396,926	25,830	167,743	35,909	44,521	670,932	125,911	796,843
Segment liabilities	150,337	10,090	62,677	21,587	20,144	264,837	72,012	336,850
Other								
Depreciation	2,646	322	1,630	607	456	5,662	2,248	7,911
Amortization of goodwill	—	184	807	—	—	992	—	992
Interest income	370	27	1,704	147	337	2,587	604	3,191
Interest expenses	33	37	2	64	1	139	429	568
Extraordinary income	2,657	0	238	0	—	2,896	10	2,906
<i>Gain on sales of property, plant and equipment</i>	3	0	237	0	—	240	10	250
<i>Gain on sales of shares of investments in securities</i>	2,653	—	—	—	—	2,653	—	2,653
<i>Insurance claim income</i>	—	—	—	—	—	—	—	—
Extraordinary loss	241	4	11	528	0	786	2,019	2,805
<i>Loss on sales of property, plant and equipment</i>	18	0	11	—	—	29	4	34
<i>Loss on disposal of property, plant and equipment</i>	217	3	0	4	0	226	26	253
<i>Impairment loss</i>	—	—	—	—	—	—	676	676
<i>Compensation payments</i>	6	—	—	512	—	518	—	518
<i>Extra retirement payments</i>	—	—	—	—	—	—	1,248	1,248
Income tax expenses	8,044	554	2,456	13	4,089	15,159	1,856	17,016
Increase in property, plant and equipment and intangible assets	7,056	366	3,574	896	301	12,195	3,337	15,532

*The “Other” segment is an operating segment comprising subsidiaries that are not included in the reportable segments.

FY2025 (January 1, 2025–December 31, 2025)

(Million yen)

	Reportable segments						Other*	Total
	Daifuku	Contec	Daifuku North America	Clean Factomation	Daifuku (Suzhou) Cleanroom Automation	Subtotal		
Net sales								
Sales to external customers	246,560	20,235	165,894	37,587	40,952	511,230	149,994	661,225
Intersegment sales or transfers	40,803	4,033	966	1,263	447	47,514	10,088	57,602
Total	287,364	24,269	166,860	38,851	41,399	558,745	160,082	718,828
Segment income (loss)	55,611	1,118	15,217	3,320	10,821	86,089	17,379	103,468
Segment assets	433,564	28,197	171,108	35,941	44,246	713,059	150,458	863,517
Segment liabilities	158,194	11,320	56,172	23,565	16,436	265,689	83,383	349,073
Other								
Depreciation	3,636	308	1,768	557	470	6,741	2,280	9,022
Amortization of goodwill	—	181	—	—	—	181	—	181
Interest income	443	29	1,639	408	274	2,795	621	3,417
Interest expenses	63	54	71	16	0	206	368	575
Extraordinary income	4,348	0	471	477	—	5,297	712	6,010
<i>Gain on sales of property, plant and equipment</i>	1	0	14	0	—	16	15	31
<i>Gain on sales of shares of investments in securities</i>	4,347	—	—	—	—	4,347	—	4,347
<i>Insurance claim income</i>	—	—	441	468	—	909	—	909
Extraordinary loss	332	3	682	14	3	1,036	46	1,082
<i>Loss on sales of property, plant and equipment</i>	—	—	—	—	—	—	0	0
<i>Loss on disposal of property, plant and equipment</i>	332	3	15	2	3	356	6	362
<i>Impairment loss</i>	—	—	—	—	—	—	—	—
<i>Compensation payments</i>	—	—	599	—	—	599	—	599
<i>Extra retirement payments</i>	—	—	68	—	—	68	24	92
Income tax expenses	15,018	161	6,551	1,107	3,616	26,455	4,742	31,198
Increase in property, plant and equipment and intangible assets	22,780	414	4,810	743	386	29,135	4,186	33,322

*The “Other” segment is an operating segment comprising subsidiaries that are not included in the reportable segments.

5. Differences between total amounts for reportable segments and the reported amount in the consolidated financial statements and main details of the differences (matters relating to reconciliation)

Net sales	FY2024	FY2025
Reportable segments total	496,232	558,745
Segment net sales classified in “Other”	113,799	160,082
Elimination of intersegment transactions	(51,049)	(57,602)
Other adjustment for consolidation	4,246	(501)
Net sales in consolidated financial statements	563,228	660,724

Income	FY2024	FY2025
Reportable segments total	59,464	86,089
Segment income classified in “Other”	4,051	17,379
Elimination of dividends from affiliates	(5,029)	(24,399)
Other adjustment for consolidation	(1,398)	(972)
Net income in attributable to shareholders of the parent company in consolidated financial statements	57,086	78,096

Assets	FY2024	FY2025
Reportable segments total	670,932	713,059
Segment assets classified in “Other”	125,911	150,458
Elimination of investment securities in affiliates in consolidation process	(62,551)	(62,925)
Elimination of intercompany receivables	(46,705)	(45,753)
Other adjustment for consolidation	1,120	(626)
Total assets in consolidated financial statements	688,707	754,211

Liabilities	FY2024	FY2025
Reportable segments total	264,837	265,689
Segment liabilities classified in “Other”	72,012	83,383
Elimination of intercompany payables	(46,705)	(45,753)
Other adjustments for consolidation	137	(668)
Total liabilities in consolidated financial statements	290,282	302,650

(Million yen)

Other items	Reportable segments total		Other		Adjustment		Consolidated total	
	FY2024	FY2025	FY2024	FY2025	FY2024	FY2025	FY2024	FY2025
Depreciation	5,662	6,741	2,248	2,280	—	—	7,911	9,022
Amortization of goodwill	992	181	—	—	(175)	620	816	801
Interest income	2,587	2,795	604	621	(243)	(299)	2,947	3,117
Interest expenses	139	206	429	368	(243)	(299)	325	275
Extraordinary income	2,896	5,297	10	712	(8)	—	2,898	6,010
<i>Gain on sales of property, plant and equipment</i>	240	16	10	15	(8)	—	242	31
<i>Gain on sales of investments in securities</i>	2,653	4,347	—	—	—	—	2,653	4,347
<i>Insurance claim income</i>	—	909	—	—	—	—	—	909
Extraordinary loss	786	1,036	2,019	46	103	—	2,908	1,082
<i>Loss on sales of property, plant and equipment</i>	29	—	4	0	126	—	160	0
<i>Loss on disposal of property, plant and equipment</i>	226	356	26	6	—	—	253	362
<i>Impairment loss</i>	—	—	676	—	—	—	676	—
<i>Compensation payments</i>	518	599	—	—	—	—	518	599
<i>Extra retirement payments</i>	—	68	1,248	24	—	—	1,248	92
Income taxes expenses	15,159	26,455	1,856	4,742	306	278	17,322	31,477
Increase in property, plant and equipment and intangible assets	12,195	29,135	3,337	4,186	—	—	15,532	33,322

Related information

FY2024 (April 1, 2024–December 31, 2024)

1. Information by product and service

	Logistics systems	Electronics	Other	Total	(Million yen)
Sales to external customers	527,853	16,982	18,391	563,228	

2. Information by geographic area

Net sales

	Japan	U. S. A.	China	South Korea	Taiwan	Other	Adjustment	Total	(Million yen)
Sales to external customers	144,624	167,714	110,573	37,531	30,891	67,644	4,246	563,228	

(Note) Sales are classified into countries or regions based on the location of customers.

FY2025 (January 1, 2025–December 31, 2025)

1. Information by product and service

	Logistics systems	Electronics	Other	Total	(Million yen)
Sales to external customers	620,191	20,235	20,297	660,724	

2. Information by geographic area

Net sales

	Japan	U. S. A.	China	South Korea	Taiwan	Other	Adjustment	Total	(Million yen)
Sales to external customers	182,049	169,742	83,729	47,709	94,137	83,856	(501)	660,724	

(Note) Sales are classified into countries or regions based on the location of customers.

Changes in presentation

Net sales in "Taiwan," which were included in "Other" in the fiscal year ended December 31, 2024 is presented separately due to its increased importance. To reflect the change in presentation "Other" of 98,536 million yen under sales in the information by geographic area in the fiscal year ended December 31, 2024 has been reclassified into "Taiwan" of 30,891 million yen and "Other" of 67,644 million yen.

Revenue recognition

Information of disaggregated revenue from contracts with customers
FY2024 (April 1, 2024–December 31, 2024)

1. Disaggregation information by industry

(Million yen)

	Reportable segments						Other*	Total
	Daifuku	Contec	Daifuku North America	Clean Factomation	Daifuku (Suzhou) Cleanroom Automation	Subtotal		
Automobile, auto parts	20,638	123	35,733	—	—	56,496	18,667	75,163
Electronics	78,493	1,959	16,338	25,886	53,379	176,057	21,089	197,146
Commerce, retail	32,167	6,281	50,260	—	—	88,708	21,164	109,873
Transportation, warehousing	13,426	66	4,818	—	—	18,311	8,637	26,949
Machinery	6,433	669	237	—	—	7,340	1,425	8,765
Chemicals, pharmaceuticals	13,661	5,763	15	—	—	19,440	3,380	22,820
Food	7,081	1	11,941	—	—	19,024	2,834	21,858
Iron, steel, nonferrous metals	3,790	5	21	—	—	3,816	175	3,992
Precision equipment, printing, office equipment	2,101	1,093	1	—	—	3,197	607	3,804
Airport	1,775	884	49,049	—	—	51,709	20,183	71,892
Other	8,528	133	4,065	—	—	12,727	3,986	16,713
Sales to external customers	188,097	16,982	172,484	25,886	53,379	456,829	102,152	558,981
Other adjustments for consolidation	—	—	—	—	—	—	—	4,246
Net sales in consolidated financial statements	—	—	—	—	—	—	—	563,228

*The “Other” segment is an operating segment comprising subsidiaries that are not included in the reportable segments.

2. Disaggregation information by destination

(Million yen)

	Reportable segments						Other*	Total
	Daifuku	Contec	Daifuku North America	Clean Factomation	Daifuku (Suzhou) Cleanroom Automation	Subtotal		
Japan	123,590	8,633	995	—	—	133,219	11,405	144,624
Outside of Japan	64,507	8,349	171,488	25,886	53,379	323,610	90,746	414,357
North America	2,469	6,600	158,527	599	—	168,196	5,915	174,111
Asia	59,037	1,305	1,488	25,287	53,379	140,497	61,444	201,941
China	43,162	812	37	372	53,081	97,466	13,107	110,573
South Korea	1,058	45	—	24,914	—	26,018	11,513	37,531
Taiwan	11,630	185	—	—	297	12,113	18,778	30,891
Other	3,187	261	1,450	—	—	4,899	18,045	22,944
Europe	1,439	443	4,856	—	—	6,739	7,800	14,540
Latin America	374	0	4,918	—	—	5,293	1,355	6,648
Other	1,185	—	1,696	—	—	2,882	14,231	17,113
Sales to external customers	188,097	16,982	172,484	25,886	53,379	456,829	102,152	558,981
Other adjustments for consolidation	—	—	—	—	—	—	—	4,246
Net sales in consolidated financial statements	—	—	—	—	—	—	—	563,228

*The “Other” segment is an operating segment comprising subsidiaries that are not included in the reportable segments.

3. Disaggregation information by timing of revenue recognition

(Million yen)

	Reportable segments						Other*	Total
	Daifuku	Contec	Daifuku North America	Clean Factomation	Daifuku (Suzhou) Cleanroom Automation	Subtotal		
Performance obligations satisfied at a point in time	41,668	9,978	19,557	822	1,522	73,549	26,193	99,742
Performance obligations satisfied over time	146,428	7,004	152,926	25,063	51,856	383,280	75,958	459,239
Sales to external customers	188,097	16,982	172,484	25,886	53,379	456,829	102,152	558,981
Other adjustments for consolidation	—	—	—	—	—	—	—	4,246
Net sales in consolidated financial statements	—	—	—	—	—	—	—	563,228

*The “Other” segment is an operating segment comprising subsidiaries that are not included in the reportable segments.

FY2025 (January 1, 2025–December 31, 2025)

1. Disaggregation information by industry

(Million yen)

	Reportable segments						Other*	Total
	Daifuku	Contec	Daifuku North America	Clean Factomation	Daifuku (Suzhou) Cleanroom Automation	Subtotal		
Automobile, auto parts	32,694	254	34,376	—	—	67,325	18,456	85,781
Electronics	97,709	1,123	17,068	37,587	40,952	194,441	56,615	251,057
Commerce, retail	47,013	9,113	49,053	—	—	105,180	28,223	133,403
Transportation, warehousing	17,828	88	3,240	—	—	21,157	8,202	29,359
Machinery	6,007	263	535	—	—	6,807	1,415	8,223
Chemicals, pharmaceuticals	12,096	6,448	30	—	—	18,574	4,760	23,334
Food	13,307	0	4,724	—	—	18,032	6,863	24,896
Iron, steel, nonferrous metals	5,444	35	29	—	—	5,509	307	5,817
Precision equipment, printing, office equipment	2,472	1,550	4	—	—	4,027	506	4,534
Airport	1,633	1,106	53,912	—	—	56,652	20,200	76,853
Other	10,353	250	2,916	—	—	13,521	4,441	17,962
Sales to external customers	246,560	20,235	165,894	37,587	40,952	511,230	149,994	661,225
Other adjustments for consolidation	—	—	—	—	—	—	—	(501)
Net sales in consolidated financial statements	—	—	—	—	—	—	—	660,724

*The “Other” segment is an operating segment comprising subsidiaries that are not included in the reportable segments.

2. Disaggregation information by destination

(Million yen)

	Reportable segments						Other*	Total
	Daifuku	Contec	Daifuku North America	Clean Factomation	Daifuku (Suzhou) Cleanroom Automation	Subtotal		
Japan	154,805	11,068	—	—	—	165,873	16,175	182,049
Outside of Japan	91,755	9,167	165,894	37,587	40,952	345,356	133,818	479,175
North America	3,891	7,664	160,222	396	—	172,173	2,657	174,831
Asia	83,732	1,180	604	37,191	40,952	163,660	104,716	268,376
China	29,415	640	41	635	40,945	71,679	12,049	83,729
South Korea	343	75	6	36,555	—	36,981	10,727	47,709
Taiwan	43,360	267	—	—	6	43,634	50,503	94,137
Other	10,612	196	555	—	—	11,365	31,435	42,800
Europe	2,088	311	3,160	—	—	5,560	9,631	15,191
Latin America	1,249	1	1,586	—	—	2,838	397	3,235
Other	794	9	320	—	—	1,124	16,416	17,540
Sales to external customers	246,560	20,235	165,894	37,587	40,952	511,230	149,994	661,225
Other adjustments for consolidation	—	—	—	—	—	—	—	(501)
Net sales in consolidated financial statements	—	—	—	—	—	—	—	660,724

*The "Other" segment is an operating segment comprising subsidiaries that are not included in the reportable segments.

3. Disaggregation information by timing of revenue recognition

(Million yen)

	Reportable segments						Other*	Total
	Daifuku	Contec	Daifuku North America	Clean Factomation	Daifuku (Suzhou) Cleanroom Automation	Subtotal		
Performance obligations satisfied at a point in time	65,512	12,820	16,273	1,093	2,219	97,919	33,711	131,631
Performance obligations satisfied over time	181,048	7,415	149,621	36,493	38,732	413,310	116,283	529,594
Sales to external customers	246,560	20,235	165,894	37,587	40,952	511,230	149,994	661,225
Other adjustments for consolidation	—	—	—	—	—	—	—	(501)
Net sales in consolidated financial statements	—	—	—	—	—	—	—	660,724

*The “Other” segment is an operating segment comprising subsidiaries that are not included in the reportable segments.

Per share information

(Yen)

	FY2024 (April 1, 2024– December 31, 2024)	FY2025 (January 1, 2025– December 31, 2025)
Net assets per share	1,082.71	1,228.00
Net income per share	154.21	212.39
Diluted net income per share	147.11	202.51

Notes

1. The shares of the Company remaining in the BBT, which are recorded as treasury stock under equity, are included in the treasury stock to be deducted in the calculation of the average number of shares during the year for the purpose of calculation of net income per share, and are also included in the number of treasury stock to be deducted from the aggregate number of issued shares as of the end of the year for the purpose of calculation of net assets per share. The average number of shares of treasury stock deducted during the year for the purpose of calculation of net income per share is 447 thousand shares for the year ended December 31, 2025 and 478 thousand shares for the year ended December 31, 2024 for the BBT. The number of shares of treasury stock deducted at the end of the year for the purpose of calculating net assets per share is 435 thousand shares for the ended December 31, 2025 and 462 thousand shares for the year ended December 31, 2024 for the BBT.

2. The basis for the calculation of net income per share was as shown in the table below.

	FY2024 (April 1, 2024– December 31, 2024)	FY2025 (January 1, 2025– December 31, 2025)
Net income per share		
Net income attributable to shareholders of the parent company (million yen)	57,086	78,096
Amount not attributable to shareholders of common stock (million yen)	—	—
Net income attributable to shareholders of the parent company related to common stock (million yen)	57,086	78,096
Weighted average number of common stock issued and outstanding during the year (thousand shares)	370,188	367,698
Diluted net income per share		
Adjusted amount of net income attributable to shareholders of the parent company (million yen)	(107)	(142)
<i>Of which, amortization of bond premiums (after tax) (million yen)*</i>	(107)	(142)
Number of common shares increased (thousand shares)	17,138	17,236
<i>Of which, convertible-bond-type bonds with stock acquisition rights (thousand shares)</i>	17,138	17,236
Dilutive shares not included in the calculation of diluted net income per share because absence of dilutive effect	—	—

*The amount of amortization of the difference in the fiscal year due to the issuance of bonds at a price that exceeded the face value (after subtracting the amount equivalent to taxes).

3. The basis for the calculation of net assets per share is as shown in the table below.

	FY2024 (as of December 31, 2024)	FY2025 (as of December 31, 2025)
Total net assets (million yen)	398,424	451,560
Amount deducted from total net assets (million yen)	330	13
<i>Of which, non-controlling interests</i> (million yen)	330	13
Total net assets attributable to common stock at fiscal year-end (million yen)	398,094	451,547
Number of common stock issued and outstanding at fiscal year-end for the purpose of calculation of net assets per share (thousand shares)	367,684	367,709

Major subsequent events

Not applicable

4. Other

Change in officers
(Effective March 27, 2026)

1. Changes in representatives

Not applicable

2. Candidates for new directors

Mayumi Hongo
Director of the Board (outside)
Current:
Senior Partner, Atsumi & Sakai

Asuka Nakamura
Director of the Board (outside)
Current:
Outside Audit & Supervisory Board Member of Mynavi Corporation
Outside Audit & Supervisory Board Member of Kato Sangyo Co., Ltd.
Outside Director (Member of Audit and Supervisory Committee) of Fujikura Ltd.

Ms. Mayumi Hongo and Ms. Asuka Nakamura are candidates for outside directors as stipulated in Article2, Item 15 of the Companies Act.

3. Directors to retire

Seiji Sato
Director and Adviser

Yoshiaki Ozawa
Director of the Board (outside)

Keiko Kaneko
Director of the Board (outside)

4. Candidates for new audit & supervisory board members

Kazuya Oki
Audit & Supervisory Board Member (outside)
Current:
Representative, Oki Kazuya Certified Public Accountant Office
Outside Director of OSM International, Inc.
Outside Audit & Supervisory Board Member of JGC HOLDINGS CORPORATION

Mr. Kazuya Oki is a candidate for an outside member of the Audit & Supervisory Board as stipulated in Article 2, Item 16 of the Companies Act.

5. Audit & supervisory board members to retire

Tsukasa Miyajima
Audit & Supervisory Board Member (outside)